

SUBCOMMITTEE ON NATIONAL SECURITY, VETERANS AFFAIRS,
AND INTERNATIONAL RELATIONS
Christopher Shays, Connecticut
Chairman
Room B-372 Rayburn Building
Washington, D.C. 20515
Tel: 202 225-2548
Fax: 202 225-2382

June 6, 2002

MEMORANDUM

To: Members of the Subcommittee on National Security, Veterans Affairs, and
International Relations
Members of the Subcommittee on Civil Service and Agency Organization

From: Dr. R. Nicholas Palarino, Senior Policy Analyst

Subject: Briefing memorandum for the hearing, *Combating Terrorism: Improving the Federal Response*. The hearing is scheduled for Tuesday, June 11, 2002 in room 2154 Rayburn House Office Building. The hearing has been divided into two parts, a morning session beginning at 9:30 a.m., and afternoon session beginning at 1:00 p.m.

PURPOSE OF THE HEARING

The purpose of the hearing is to examine the bill, H.R. 4660, *The National Homeland Security and Combating Terrorism Act of 2002*, introduced to establish a Department of Homeland Security and the National Office for Combating Terrorism. The bill proposes to reorganize the federal counterterrorism structure.

HEARING ISSUES

- 1. What is wrong with the current organizational structure of the federal government to combat terrorism?**
- 2. How might H.R. 4660 produce a more effective and efficient federal government effort to counter terrorism?**

BACKGROUND

The federal government organization to counter terrorism is a controversial issue, and it continues to evolve. During the Clinton administration, the organization was shaped by several policy documents and a five-year plan developed by the Attorney General's office. The legacy and remnants of those directives continue as a source of guidance for agencies until new plans are developed. A number of government-sanctioned studies concluded the Clinton administration's organization to counter terrorism was fragmented, uncoordinated, and politically unaccountable. During the Clinton administration three different bills were introduced in the US House of Representatives to reorganize the federal counterterrorism effort.¹

In May 2001, President George W. Bush spoke of the need for a national, coordinated plan to deal with the consequences of an attack using weapons of mass destruction. After the events of September 11, 2001, the Bush administration established the Office of Homeland Security "to coordinate the executive branch's efforts to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks within the United States." A recent study by the Brookings Institution asks the question, "Did the Bush administration get it right? Or are the critics right that bigger, bolder measures, and more centralized federal structures, are needed to do the job?"²

In May 2002, Congressman William (Mac) Thornberry (TX-13), Congresswoman Jane Harman (CA-36), and others, introduced H.R. 4660, *The National Homeland Security and Combating Terrorism Act of 2002*, which proposes to reorganize the federal government counterterrorism structure.

Clinton Organization to Counter Terrorism

Based on the series of terrorist incidents in the 1990s, government officials and experts foresaw a potentially bloodier and more destructive age of violence emerging. Presidential Decision Directives (PDDs) were developed seeking to organize federal agencies to counter the threat.

Presidential Decision Directive 39, *US Policy on Counterterrorism*, published in June 1995, stated, "It is the policy of the United States to deter, defeat and respond vigorously to all terrorist attacks on our territory and against our citizens, or facilities, whether they occur domestically, in international waters or airspace or on foreign territory." The PDD designated lead agency responsibilities for all facets of the United States counterterrorism effort. **(Web Resource 1)**

- The Attorney General, as the chief law enforcement officer, was designated to chair a cabinet committee to review the vulnerability of government facilities in the United States and critical national infrastructure to terrorism and make recommendations to the president and appropriate cabinet members or agency heads.

¹ H.R. 525, *Preparedness Against Domestic Terrorism Act of 2001*, February 8, 2001, H.R. 1158, *National Security Agency Act*, March 21, 2001, and H.R. 1292, *Homeland Security Strategy Act*, March 29, 2001.

² Brookings Institution, *Protecting the Homeland*, May 2002.

- The Director of the FBI, as head of the investigative agency for terrorism, was charged with reducing vulnerabilities by expanding the existing counterterrorism program.
- The Secretary of State was directed to reduce vulnerabilities affecting the security of all personnel and facilities at non-military US government installations abroad and the general safety of American citizens abroad.
- The Secretary of Defense was charged with reducing vulnerabilities affecting the security of all US military personnel (except those assigned to diplomatic missions) and facilities.
- The Director of the Federal Emergency Management Agency (FEMA) was required to ensure the Federal Response Plan was adequate to respond to the consequences of terrorism directed against large populations in the United States, including terrorism involving weapons of mass destruction. FEMA was also directed to ensure state-level response plans are adequate and capabilities are tested.
- The Secretary of Transportation was directed to reduce vulnerabilities affecting the security of all airports in the US, all aircraft and passengers, and all maritime shipping under US flag or registration or operating within the territory of the United States. Additionally the agency was charged with coordinating security measures for rail, highway, mass transit and pipeline facilities.
- The Secretary of the Treasury was directed to reduce vulnerabilities by preventing unlawful traffic in firearms and explosives, and to protect the president and other officials against terrorist attack.
- The Director of Central Intelligence was instructed to lead the efforts of the intelligence community to reduce US vulnerabilities to international terrorism through an aggressive program of foreign intelligence collection, analysis, counterintelligence, and covert operations.
- The Secretary of State and the Attorney General were instructed to use all legal means available to exclude from the United States persons who pose a terrorist threat, and deport or otherwise remove from the United States any such aliens.

In October 1998, the FBI was directed by the Attorney General to organize a National Domestic Preparedness Office (NDPO). The purpose of the NDPO was to serve as a focal point and clearinghouse for related preparedness information and direct state and local entities to the appropriate agency for assistance in countering terrorism. **(Web Resource 2)**

Presidential Decision Directive 62, *Protection Against Unconventional Threats to the Homeland and Americans Overseas*, May 22, 1998, established the Office of the National Coordinator for Security, Infrastructure Protection and Counterterrorism. The National Coordinator was to

oversee the broad variety of relevant polices and programs, including such areas as counterterrorism, protection of critical infrastructure, preparedness, and consequence management for weapons of mass destruction. The National Coordinator worked within the National Security Council reporting to the president through the Assistant to the President for National Security Affairs. The National Coordinator produced an annual Security Preparedness Report. The National Coordinator also provided advice regarding agency budgets for counterterrorism programs. **(Web Resource 3)**

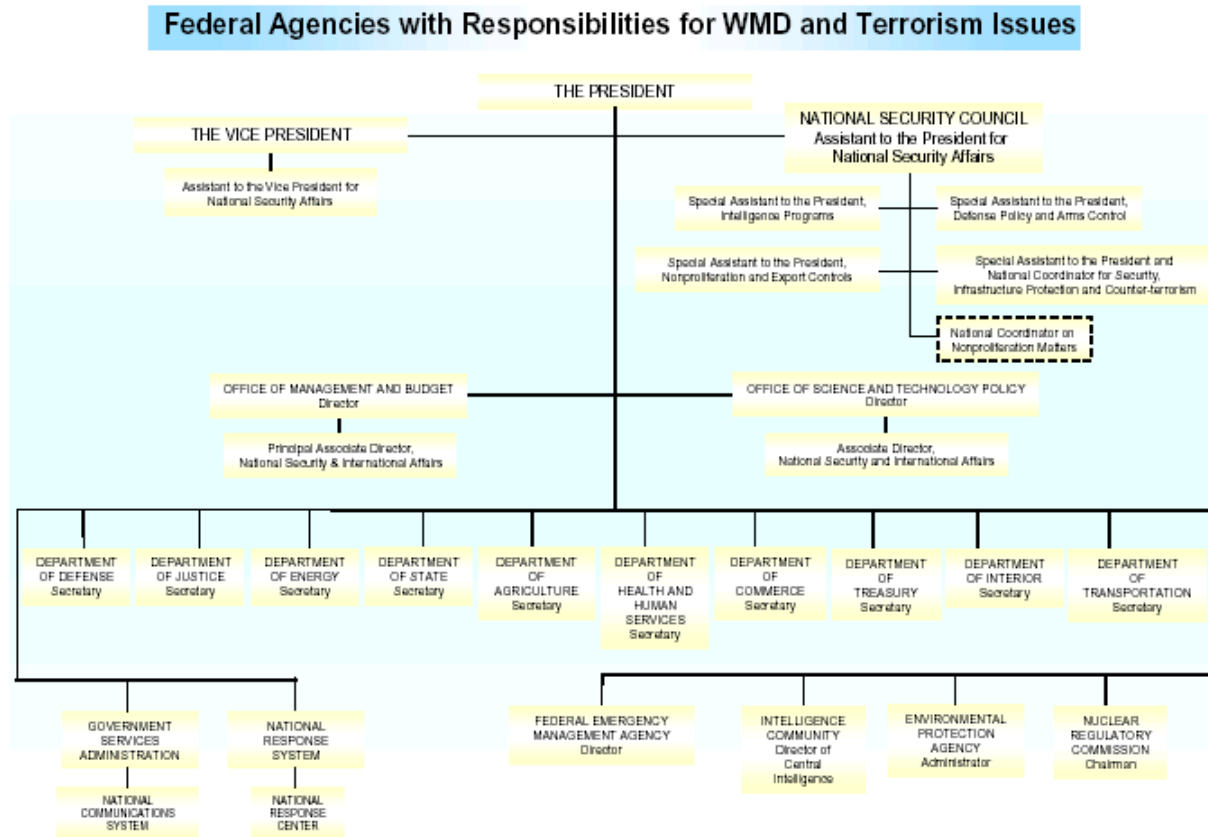
Presidential Decision Directive 63, *Critical Infrastructure Protection*, May 22, 1998, directed agencies to maintain the ability to protect the nation's critical infrastructures from intentional acts that would significantly diminish the abilities of the federal government to perform national security missions. The document also directed agencies to ensure the general public health and safety, state and local governments to maintain order and to deliver public services, and the private sector to ensure orderly functioning of the economy and the delivery of essential telecommunications, energy, financial and transportation services. **(Web Resource 4)**

The Conference Committee Report accompanying the 1998 Appropriations Act for the Departments of Commerce, Justice, and State, the Judiciary and Related Agencies (PL 105-119) directed the Attorney General, in consultation with other pertinent agencies, to develop a *Five-Year Interagency Counterterrorism and Technology Crime Plan*. The plan was intended to serve as a baseline strategy for coordination of national policy and operational capabilities to combat terrorism at home and abroad. According to the General Accounting Office, the plan included a comprehensive chart providing a status report on the implementation of specific goals, objectives, actions, and tasks, a description of the involvement of state and local government in updating the plan, current trends in the domestic threat, steps being taken to provide risk assessments, and other government-wide efforts to achieve national preparedness. **(Web Resource 5)**

Section 1051 of the Fiscal Year 1998 National Defense Authorization Act (PL 105-85) required the administration to provide information on executive branch funding efforts to combat terrorism. Subsequent legislation (Section 1403 of PL 105-261) required additional information on domestic preparedness to combat terrorism. The Office of Management and Budget submitted to Congress in August 2001, the *Annual Report to Congress on Combating Terrorism*. The report provides funding and programmatic information on the Federal government's efforts to combat terrorism, including defense against terrorist incidents involving weapons of mass destruction (WMD). **(Web Resource 6)**

The chart below depicts the organizational structure of the federal government during the Clinton administration for dealing with all aspects of combating terrorism—intelligence, law enforcement, health and medical, energy, commercial, diplomatic, military, research and development—both domestically and internationally, including deterrence, prevention, interdiction, and response. The chart includes references to the interagency working group structure for “weapons of mass destruction preparedness” under the auspices of National Security Council structure, and to a similar intra-departmental structure in the DoD. The chart

only depicts the top-level structure, and does not include the multiple programs in each agency that dealt with terrorism. **(Web Resource 7)**



Evaluations and Proposed Changes to the Clinton Structure

Even before September 11, 2001, there were numerous concerns about the federal organizational structure to counter terrorism. Two prominent reports made recommendations on how the federal government should be reorganized to counter terrorism. *The Phase III Report of the US Commission on National Security/21st Century* (DoD sponsored), commonly referred to as the Hart/Rudman Commission, recommended the president propose, and Congress agree, to create a National Homeland Security Agency (NHSA) with responsibility for planning, coordinating, and integrating various U.S. government activities involved in homeland security. The agency would be composed of several different government programs that deal with terrorism. **(Web Source 8)**

The Second Annual Report of the Advisory Panel to Assess Domestic Response Capabilities For Terrorism Involving Weapons of Mass Destruction, December 2000 (created by Public Law 105-261), referred to as the Gilmore Commission, found, “The organization of the Federal government’s programs for combating terrorism is fragmented, uncoordinated, and politically unaccountable,” and recommends, “The next President should establish a National Office for Combating Terrorism in the Executive Office of the President, and should seek a statutory basis for this office.” **(Web Resource 9)**

Additionally, the General Accounting Office (GAO) made numerous recommendations concerning the need for the federal government to evaluate the terrorist threat, develop a strategy, and properly allocate resources. These recommendations could only be implemented if a suitable organization was established to coordinate these efforts. **(Web Resource 10)**

Three bills were introduced early in the 107th Congress to reorganize the federal counterterrorism effort.

H.R. 525, *Preparedness Against Domestic Terrorism Act of 2001*, updates Title VI of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, was introduced by Congressman Wayne Gilchrest (MD-01). The bill would create a President's Council within the Executive Office of the President to oversee and coordinate the preparedness efforts of more than 40 departments and agencies. The bill provided the Council with oversight of federal programs and the authority to make recommendations to the Office of Management and Budget regarding budget allocations for each federal terrorism preparedness program. Previously, a similar measure (H.R. 4210) received bi-partisan support and passed the House under suspension of the rules (CR H6886-6889). **(Web Resource 11)**

H. R. 1158, *National Homeland Security Agency Act*, introduced by Congressman Mac Thornberry (TX-13), proposed to realign the federal government to be better prepared to respond to homeland threats. The legislation would have brought together four agencies-the Federal Emergency Management Agency (FEMA), the Coast Guard, the Customs Service, and the Border Patrol-and task those agencies with the mission of defending the homeland. FEMA would be renamed the National Homeland Security Agency and continue to be the federal government's principal response agency in times of natural disaster. Under this legislation, FEMA would also become the principal agency for coordination, response, and prevention with regard to terrorist attacks and other manmade disasters, and the principal point of contact for state and local governments. This bill was based on *The Phase III Report of the US Commission on National Security/21st Century*. **(Web Resource 12)**

H.R. 1292, *Homeland Security Strategy Act of 2001*, introduced by Congressman Ike Skelton (MO-04), would direct the president: to develop a strategy for homeland security by identifying threats and developing specific strategies for anti-terrorism and emergency management; to identify executive departments, agencies, and other organizations that should play a role in protecting homeland security and specify each organization's role; to provide for the selective use of military personnel and assets; to optimize the use of intelligence capabilities; to improve medical response capability and equipment stockpiles at federal, state, and local levels; and to designate a single official in the U.S. government to be responsible for homeland security. This bill was also based on *The Phase III Report of the US Commission on National Security/21st Century*. **(Web Resource 13)**

Bush Organization to Counter Terrorism

The Bush administration issued National Security Decision Directive-1, *Organization of the National Security Council System*, on February 13, 2001. The document establishes the organizational structure that coordinates the efforts of executive departments and agencies in the development and implementation of national security policies. The pinnacle in the system's hierarchical chain is the National Security Council followed by the Principals Committee, Deputy Principals Committee, and eleven Policy Coordinating Committees (PCC). Each PCC is chaired by an Under Secretary or Assistant Secretary. A Counterterrorism and National Preparedness PCC was formed and came under the direction of the Assistant to the President for National Security Affairs. PCCs only assist in coordinating policy development and implementation, and do not direct funding. **(Web Source 14)**

On May 8, 2001, President Bush asked Vice President Cheney to oversee the development of a coordinated national effort. Additionally, President Bush tasked the Director of the Federal Emergency Management Agency (FEMA) to create an Office of National Preparedness (ONP) that would implement the coordination and facilitation of the national effort. These efforts were ongoing when the attacks of September 11, 2001 occurred. **(Web Resource 15)**

On October 8, 2002, the President established the Office of Homeland Security (OHS), designating the office the focal point for protecting the nation from terrorist attacks. The Office was established to coordinate the executive branch's efforts to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks within the United States.

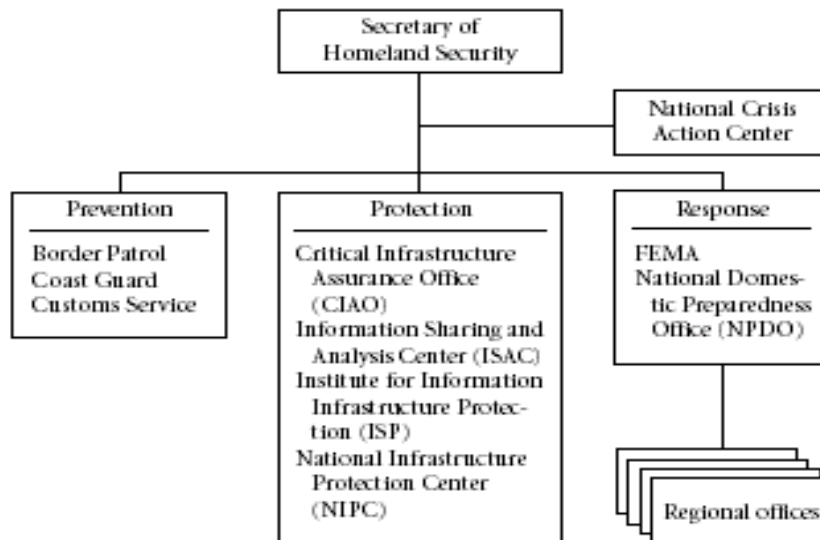
The OHS has a deputy director and two other senior officials (the president's special adviser for cyber security and the national director for combating terrorism) who report jointly to the director and to the national security adviser. Ten directorates, including seven for specific policy areas address issues. A senior director, who is also a special assistant to the president, heads each directorate. The seven policy directorates—dealing with such issues as protection and prevention, response and recovery, intelligence and detection, and programs and budgets—report to the director through the deputy director. The OHS also has a chief of staff (who supervises the directorates dealing with public liaison and intergovernmental affairs) and an executive secretary responsible for administrative matters. A national coordination center was established within the OHS to analyze and share intelligence and other data about terrorist threats and vulnerabilities and to coordinate agency responses in case of an attack. The diagram below, developed by the Brookings Institution, presents an organizational view of the OHS.

The president also created a coordinating body. The new Homeland Security Council (HSC), is composed of the president, vice president, secretary of the treasury, secretary of defense, attorney general, secretary of health and human services, secretary of transportation, and Directors of the Federal Emergency Action Agency (FEMA), Federal Bureau of Investigation, Central Intelligence Agency, and Office of Homeland Security. The HSC is "responsible for advising and assisting the President with respect to all aspects of homeland security. The Council shall serve as the mechanism for ensuring coordination of homeland security-related

activities of executive departments and agencies and effective development and implementation of homeland security policies.”

(Web Resource 16)

Figure 7-1. *Department of Homeland Security*



Evaluations and Proposed Changes to the Office of Homeland Security

The GAO concluded the establishment of the Office of Homeland Security was a positive first step, but pointed out, “a series of questions must be addressed regarding how this office will be structured, what authority its Director will have, and how this effort can be institutionalized and sustained over time.” (Web Resource 17)

For the past several years there has been a continuing national concern with the most appropriate organization of the federal government to deal with terrorism. Several commissions (as mentioned previously, including the Hart/Rudman and Gilmore Commissions) have concluded the federal government needs to refine its organization to counter terrorism. The recently released Brookings Institution’ study, *Protecting the American Homeland*, recommends “The Homeland Security Council be made a statutory agency in the Executive Office of the President, with its director a cabinet-level official, subject to Senate confirmation.” (Web Resource 16) Legislation has been introduced reflecting certain recommendations made by these commissions.

H.R. 4660, The National Homeland Security and Combating Terrorism Act of 2002.

H.R. 4660 (Web Resource 18) is a proposal to reorganize the federal government to address the terrorist threat. The bill establishes a Department of National Homeland Security as a new cabinet agency. The new Department would incorporate the Federal Emergency Management Agency, the US Customs Service (Department of Treasury), law enforcement elements of the

Immigration and Naturalization Service (Department of Justice), the US Coast Guard (Department of Transportation), the Critical Infrastructure Assurance Office and the National Infrastructure Protection Center (Department of Commerce), the National Domestic Preparedness Office (Department of Justice), and the Animal and Plant Health Inspection Service (Department of Agriculture) into one agency.

The bill also establishes a number of directorates within the cabinet-level department: Directorate of Critical Infrastructure Protection, Directorate of Emergency Preparedness and Response, and Directorate of Prevention. The bill also establishes an Office of Science and Technology, with an accompanying Acceleration Fund, Steering Group, and Coordination Committee.

In addition the bill would create a National Office for Combating Terrorism in the Executive Office of the President. The director of the office would be subject to Senate confirmation. This office, in several ways, mirrors the Office of Homeland Security:

- The Director, National Office for Combating Terrorism is responsible for overall development of the national strategy. The Secretary, National Homeland Security is responsible for portions of that strategy dealing with border security, critical infrastructure protection, emergency preparation and response, and the integration of state and local efforts with federal efforts.
- The National Office for Combating Terrorism coordinates the development of a comprehensive annual budget for all programs and activities dealing with terrorism, with the advice of the Secretary, National Homeland Security.
- The Secretary and the Director would co-chair the National Combating Terrorism and Homeland Security Council.

On May 2, 2002, Senator Joseph I. Lieberman (D-CT) introduced S. 2452, *The National Homeland Security and Combating Terrorism Act of 2002*, a companion bill to H.R.4660, for the purpose of establishing a Department of National Homeland Security and a National Office for Combating Terrorism. S. 2452 was adopted by the Senate Government Affairs Committee on May 22, 2002. **(Web Resource 19)**

DISCUSSION

1. What is wrong with the current organizational structure of the federal government to combat terrorism?

The Clinton administration took the position that several official documents, taken as a whole, including Presidential Decision Directives 39, 62, and 63, the Attorney General's *Five-Year Interagency Counterterrorism and Technology Crime Plan*, and the *Annual Report to Congress on Combating Terrorism*, provided a sufficient strategic framework to guide and coordinate

agency efforts to counter terrorism. Government sponsored commissions concluded this approach left no one accountable, provided little coordination among agencies, and designated no office with real authority to review agency counterterrorism funding.

When the Bush administration assumed office a review began of the organization, policies, and procedures for dealing with terrorism. The review was a hopeful sign of the possibility that coordination could be affected among the multitude of agencies. This review was ongoing when the events of September 11, 2001 required an acceleration of efforts to counter terrorism.

Immediately following 9/11, the Bush administration established the Office of Homeland Security. This was a positive first step attempting to coordinate the actions of the various agencies working to detect, prevent, and respond to terrorism on the home front. However, bureaucratic inertia appears to have overcome the initial flurry of activity to effectively organize the federal government to counter terrorism. The OHS adds another level of bureaucracy on top of the current bureaucratic quagmire. The result is depicted in the attached organizational chart. **(Attachment I)**

It has been reported the OHS is trying to develop a strategy that could affect virtually every facet of federal and state government, as well as the private sector, by streamlining or consolidating government agencies responsible for border security, including the Customs Service, the Immigration and Naturalization Service, the Border Patrol and the Coast Guard. Established cabinet-level agencies are resisting these changes. **(Web Resource 20)**

2. How might H.R. 4660 produce a more effective and efficient federal government effort to counter terrorism?

Statutory, organizational and cultural barriers impede the federal response to any crosscutting issue. Programs to counter terrorism cross an extraordinary number of jurisdictions and substantive domains: national security, law enforcement, intelligence, emergency management, fire protection, public health, medical care, as well as parts of the private sector. A multitude of federal agencies is involved in efforts to combat terrorism. One key question is how to structure and empower a counterterrorism effort to overcome bureaucratic barriers?

Assigning clear responsibility for homeland security to a single agency, as H.R. 4660 proposes, could provide clarity in a landscape of competing interests and capabilities. Accountability should thereby be enhanced. Merging critical functions dealing with border security, infrastructure protection, and emergency response into distinct directorates should improve communications and enhance effective implementation of agreed policy both within and among the directorates proposed in the bill. Empowering the Secretary of the Department of National Homeland Security with direct budgetary authority and political responsibility, including Senate confirmation, should make the agency a major player in the overall homeland security effort.

There is a prominent argument against the establishment of a cabinet level office. The homeland security mission is one that by definition involves many more agencies than those proposed by

the legislation. Left outside the newly created department would be key agencies such as the Departments of Defense, and Health and Human Services. With many important functions left out of the consolidated agency, there will still be a need for effective coordination. The legislation addresses this concern by proposing the creation of a National Office for Combating Terrorism in the Executive Office of the President. The director of this office would be also be confirmed by the Senate, work closely with the newly established cabinet secretary and other agency heads involved in protecting the homeland, and would testify before Congress.

ATTACHMENT I

WEB RESOURCES

1. Presidential Decision Directive 39, *US Policy on Counterterrorism*, June 21, 1995, <http://www.fas.org/irp/offdocs/pdd39.htm>
2. Department of Justice, Statement of Attorney General, October 16, 1998, http://www.usdoj.gov/opa/pr/1998/October/484_ag.htm
3. Fact Sheet on Presidential Decision Directive 62, *Protection Against Unconventional Threats to the Homeland and Americans Overseas*, May 22, 1998, <http://www.fas.org/irp/offdocs/pdd62.htm>
4. Fact Sheet, Presidential Decision Directive-63 (PDD- 63), *Protecting America's Critical Infrastructure*, May 22, 1998, <http://www.freerepublic.com/forum/a337415.htm>
5. *Combating Terrorism, Leadership and National Strategy*, Statement for the Record, Raymond J. Decker, Director , Defense Capabilities and Management, Testimony before the Subcommittee on National Security, Veterans Affairs, and International Relations, Committee on Government Reform, House of Representatives, United States General Accounting Office, <http://www.gao.gov/new.items/d01556t.pdf>
6. *Annual Report to Congress on Combating Terrorism, Including Defense against Weapons of Mass Destruction/Domestic Preparedness and Critical Infrastructure Protection*, (Office of Management and Budget) August 2001, <http://www.whitehouse.gov/omb/legislative/index>.
7. First Annual Report to The President and The Congress of the *Advisory Panel to Assess Domestic Response Capabilities for Terrorism Involving Weapons of Mass Destruction*, Assessing the Threat, 15 December 1999, <http://www.rand.org/nsrd/terrpanel/terror>.
8. The United States Commission on National Security/21st Century, *Road Map for National Security: Imperative for Change*, <http://www.nssg.gov/>
9. Second Annual Report of the Advisory Panel to Assess Domestic Response Capabilities for Terrorism Involving Weapons of Mass Destruction, *II. Toward a National Strategy for Combating Terrorism*, December 15, 2000, <http://www.rand.org/nsrd/terrpanel/>
10. *Combating Terrorism: Linking Threats to Strategies and Resources*. T-NSIAD-00-218, July 26, 2000, <http://www.gao.gov>.
11. H.R. 525, *Preparedness Against Domestic Terrorism Act of 2001*, February 8, 2001, <http://thomas.loc.gov/cgi-bin/bdquery/>

12. H.R. 1158, *National Homeland Security Agency Act*, March 21, 2001, <http://thomas.loc.gov/cgi-bin/query/z?c107:H.R.1158/>
13. H.R. 1292, *Homeland Security Strategy Act of 2001*, March 29, 2001, <http://thomas.loc.gov/cgi-bin/query/z?c107:H.R.1292/>
14. National Security Presidential Directive 1, *Organization of the National Security Council System*, February 13, 2001, <http://fas.org/irp/offdocs/nspd>.
15. The White House, Office of the Press Secretary, "Domestic Preparedness Against Weapons of Mass Destruction," *STATEMENT BY THE PRESIDENT*, May 8, 2001, <http://www.whitehouse.gov/news/releases/2001/05/20010508>.
16. Brookings Institution Project on Homeland Security, *Protecting the Homeland*, May 2002, http://www.brook.edu/dybdocroot/press/books/protecting_the_american_homeland.m, and Office of the Press Secretary, *Executive Order Establishing Office of Homeland Security*, October 8, 2001, <http://www.whitehouse.gov/news/releases/2001/10/20011008-2>.
17. *Homeland Security Challenges and Strategies in Addressing Short-and Long-Term National Needs*. General Accounting Office, GAO-020160T, November 7, 2001, <http://www.gao.gov>.
18. House of Representatives 4660, *The National Homeland Security and Combating Terrorism Act of 2002*, May 2, 2002, <http://thomas.loc.gov/cgi-bin/query>.
19. S. 2452, *The National Homeland Security and Combating Terrorism Act of 2002*, May 2, 2002, <http://thomas.loc.gov/cgi-bin/query/C?c107:./temp/~c107TsDI7b>.
20. Eric Pianin, "For Ridge, Ambition and Realities Clash; Homeland Security Chief May Lack Means to Implement Major Initiatives," *The Washington Post*, January 23, 2002, <http://www.washingtonpost.com>.

WITNESS LIST

Panel I

(A.M. Session)

The Honorable Mac Thornberry (TX-13)

US House of Representatives

The Honorable Jane Harman (CA-36)

US House of Representatives

The Honorable Jim Gibbons (NV-2)

US House of Representatives

The Honorable Ellen O. Tauscher (CA-10)

US House of Representatives

The Honorable Joseph Lieberman (D-CT)

US Senate

The Honorable Arlen Specter (R-PA)

US Senate

Panel II

(A.M. Session)

The Honorable Warren Rudman (invited)

Co-Chairman

US Commission on National Security/21st Century

The Honorable Newt Gingrich (invited)

Commissioner

US Commission on National Security/21st Century

The Honorable James Gilmore, III (invited)

Chairman

Advisory Panel to Assess the
Domestic Response Capabilities for
Terrorism Involving Weapons of Mass Destruction

Panel III
(P.M. Session)

Admiral Thomas Collings
Commandant
United States Coast Guard
Department of Transportation

Mr. Bruce Baughman
Director
Office of National Preparedness
Federal Emergency Management Agency

Mr. John Varrone
Assistant Commissioner
Office of Investigations
US Customs
Department of the Treasury

Mr. Robert Acord
Administrator
Animal and Plant
Health Inspection Service
Department of Agriculture

Mr. John Tritak
Director
Critical Infrastructure Assurance Office
Bureau of Industry Security
Department of Commerce

Representatives have been invited from the
Immigration and Naturalization Service,
US Border Patrol, and
National Infrastructure Protection Center
Department of Justice